



Arizona Juvenile Justice Commission

Strategic Plan

2006

INTRODUCTION

To meet its responsibilities to the Governor and the people of this state, the Arizona Juvenile Justice Commission has adopted the following Strategic Planning Template. This is a living, breathing document that will evolve over time. It serves as a bridge to link one year's work with the next, thereby ensuring continuity. The Commission will utilize the Template as a blueprint to assist in the management of its goals and strategic initiatives as well as an historical record to capture its accomplishments.

"Strategic planning should promote wise strategic thought and action on behalf of an organization and its key stakeholders."

- John M. Bryson, Strategic Planning for Public and Nonprofit Organizations

"Never doubt that a small group of thoughtful, committed citizens can save the world; indeed it is the only thing that ever has."

- Margaret Mead

Arizona Juvenile Justice Commission Strategic Plan 2006

Vision, Mission, and Values

Vision for Arizona's Children and Youth

Arizona will be recognized and respected nationally as a model state that promotes safe communities through support of life skills and accountability for youth and families.

Mission for the Arizona Juvenile Justice Commission

The Arizona Juvenile Justice Commission provides leadership to the state and local communities to develop and maintain a coordinated, best practice approach to juvenile justice prevention, intervention, and public safety.

Values

1. We value children as our most important assets.
 - Youth and families will receive services they need to live independent, healthy lives.
 - Youth have a right to be heard; we speak on their behalf when youth cannot speak for themselves
 - Youth are accountable for their actions.
2. We value strong, self-sufficient and safe families and communities.
 - Families and communities are a source of support for their children.
 - Timely and appropriate services for families and children are essential to their success.
 - State, local and community agencies will use best practice approaches to serve youth and families.
3. We value a juvenile justice system that balances prevention, rehabilitation, and safety.
 - The juvenile justice system will be equitable, enforce the principles of responsibility and consequences, uphold the requirements of the law, and respect the rights of victims.
 - Services will be integrated and developmental and based on the needs of youth, families and communities.
 - The juvenile justice system will support youth in their reintegration into family, education, and community systems.
 - The components of the juvenile justice system will collaborate for improved efficiency and effectiveness in service delivery.
 - Timely, accurate information is essential to fact-based decision making.

4. We value leadership through the Arizona Juvenile Justice Commission as a means to improving and strengthening the juvenile justice system.
5. We promote the core values of safety, diversity, self-sufficiency, respect, compassion, consistency, outcomes, and quality.
6. We participate in providing direction and coordination for the juvenile justice system in Arizona.
7. We make decisions based on facts and will assist others to do the same.
8. We support and fund programs and services that are innovative, best practice oriented, outcome-based and that target actual needs in the communities.

Roles and Responsibilities

The Commission's roles and responsibilities include:

- Advocating for full implementation of the JJDP Act and its core protections for the funding of juvenile justice and delinquency prevention programs which include:
 1. Deinstitutionalization of Status Offenders
 2. Separation of Juveniles from Adult Offenders
 3. Removal of Juveniles from Adult Jails and Lockups
 4. Reduction of Disproportionate Minority Contact
- Establishing priorities for the statewide implementation of the Juvenile Accountability Block Grant (JAIBG) program.
- Advising the Governor and the Arizona State Legislature on matters related to the improvement of the juvenile justice system, and its services to youth and families; and
- Providing leadership to the state and its local communities in developing and maintaining a coordinated, best practice approach to juvenile justice prevention, intervention, and public safety.

2006 Goals

Goal 1. To bring Arizona into compliance with all requirements and mandates of the Juvenile Justice and Delinquency Prevention Act.

Assigned Committee: Compliance and Legislative Committee

- Strategy One: Collect and analyze jurisdiction-specific information on compliance violations; hold local and regional community stakeholder meetings or forums.
- Strategy Two: Identify strategies that lead to reductions in violations or factors contributing to increases in violations.
- Strategy Three: Collaborate with granting body of AJJC to increase coordination among funding sources to fully address gaps.
- Strategy Four: Address local law enforcement and detention center training needs and provide continual education of compliance issues
- Strategy Five: Monitor the State's impact of State/Federal conflict over defining MIP/C as status offenders [MIP/C defined by A.R.S. as delinquent offense.]
- Strategy Six: Monitor Arizona's compliance with the OJJDP Act to include all State Advisory Group mandates, the four core requirements, and standard assurances.
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Goal 2. To identify and address issues that contribute to Disproportionate Minority Contact in the juvenile justice system

Assigned Committee: Disproportionate Minority Contact Committee

- Strategy One: Continue to identify and address issues of DMC
- Strategy Two: Support, promote and replicate existing model programs that are being used in Arizona and nationally
- Strategy Three: Collaborate with granting body of AJJC to increase coordination among funding sources to fully address gaps
- Strategy Four: Collaborate with other entities to establish statewide benchmarks for data collection and analysis
- Strategy Five: Support Arizona's Building Blocks Initiative and Maricopa County and Pima County's DMC-reduction activities

Goal 3. To develop a public education campaign around issues related to the juvenile justice system

Assigned Committee: Public Education Workgroup

- Strategy One: Creating a multi-faceted campaign that will address juvenile justice issues including the needs of educating the public as well as other targeted audiences about various aspects of compliance with the Core Protections, DMC, and moving from a punitive to a remedial juvenile justice model.
- Strategy Two: Utilize a variety of approaches to promote public awareness to juvenile justice (e.g., newsletter, fact sheets, speakers bureau, position papers, press releases and media events, statewide forums)
- Strategy Three: Inform and obtain input from youth about juvenile justice.
- Strategy Four: To promote collaboration and communication between stakeholders within the Juvenile Justice system.

Goal 4. To Pass Through Grant Funds in Accordance with the JJDP Act and With the Priorities of the Three Year Plan and Updates. Assist in Bringing Arizona Into Compliance With The Core Protections Of The Juvenile Justice And Delinquency Prevention Act by Coordinating Funding Where Appropriate to Address Compliance, Prevention, Intervention, and Accountability.

Assigned Committee: Planning and Grants Committee

- Strategy One: Establish a planning and funding process that supports a connection among compliance with the fore core requirements, juvenile delinquency prevention and intervention, and what programs are funded with juvenile justice dollars.
- Strategy Two: Develop a coordinated, statewide strategy for distribution of funding to Arizona's primary juvenile justice agencies: AOC and ADJC
- Strategy Three: Promote collaboration and communication between stakeholder agencies within the Juvenile Justice system
- Strategy Four: Promote alternative approaches that will make consequences more meaningful to juveniles and support accountability-based programming
- Strategy Five: Ensure that funding decisions are based on coordinated, promising practice strategies by coordination and communication with the issue specific committees of the AJJC.

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